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SP - 104/76
17 June 1976

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MEMORANDUM FOR: [REDACTED] EA/D/NI

SUBJECT : Defense Intelligence Officers

Overall, the work of the NIO/SP has been enhanced by the DIO system within DIA.

A. Support the DIOs Provide to the NIOs.

The Defense Intelligence Officer for Strategic Forces and SAL, [REDACTED] has served effectively as a principal point of contact for the NIO/SP in planning our annual interagency production program and in initiating inter-agency production tasks. Without the DIO serving in this capacity, the NIO/SP would either have to communicate with the Director, DIA or his deputy, or with the heads of the three production elements of the agency -- DI, DT or DE.

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The DIO has provided support in a variety of other ways -- responding to questions about positions of the Director, providing background about dissenting DIA positions, and providing information on many managerial and bureaucratic issues.

B. Support the DIOs Provide to the Director, DIA.

Support to the Director, DIA is affected both by the operating style of the Director and the substantive competence and background of the DIO. During the tenure of General Graham and General Tighe, I understand that the Director consulted with [REDACTED] on all hard copy issuances on strategic programs and on SALT matters. I am aware that the DIO occasionally took positions contrary to those of DIA production elements, but I am not aware of how much reliance the Director placed on DIO positions. In one of two specific instances of which I am aware, the DIA position corresponded to that of the DIO, in the other instance it did not.

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[REDACTED] specialty is communication systems and radars; I do not regard him as exceptionally well-informed on all aspects of foreign strategic developments. For that reason, I suspect that he did not take a strong stance on all issues relative to strategic developments. Also, [REDACTED] has some difficulty with clarity of communication -- written and oral -- which probably detracts from his effectiveness as the principal advisor to the Director on strategic developments.

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C. Ability of the DIO to "insure effective and coordinated Defense inputs to national intelligence."

I cannot rate [redacted] ability in this regard because the nature of NIO/SP projects are such that the DIO does not "coordinate" defense inputs to national intelligence. Such coordination is done by the DIA's principal representatives on NIEs or interagency papers, although the DIO reviews and comments on all such inputs. I am not aware of the effect and value of the DIO comments on such DIA inputs.

On occasions we have had difficulties with the substance and the management of DIA-chaired projects. We have been unable to resolve these problems through intervention of the DIO, but actions by the DIO have laid the groundwork for the solutions eventually reached by the NIO/SP.

D. Degree to which the DIOs have assisted the D/DIA and NIOs in "identifying and evaluating the needs of intelligence users for Defense intelligence products."

The DIO advises the NIO/SP about projects underway in DIA on strategic developments and on intelligence requirements related to major force planning issues in the OSD staff, the Joint Staff and within the services. However, communications of this type are aperiodic and we do not acquire from the DIO a complete understanding of force planning issues and the intelligence problems related thereto. It should be understood that DIA, as an agency, plays a limited role in JCS deliberations and planning. While DIA provides the formal intelligence documents for the JSPS (Joint Strategic Planning System) through all interservice production mechanisms, the members of the JCS are supported by the intelligence organizations of their services. Therefore, NIO/SP appreciation of the needs of Department of Defense intelligence users comes from many formal and informal contacts with the OSD, the Joint Staff, the military services, and military commands.

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Assistant National Intelligence Officer
for Strategic Programs

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